

DDA Registry
85-0024/10

7 JAN 1985

MEMORANDUM FOR: Director of Central Intelligence

FROM: Harry E. Fitzwater
Deputy Director for Administration

SUBJECT: Excellence Update

REFERENCE: Memo for DCI fm DDA dtd 3 Aug 94, Subject: Excellence

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1. We, in the Directorate of Administration (DA), have continued our Excellence Program with vigor since I last reported on it to you via the referenced 3 August 1984 memorandum.

2. This paper focuses on and summarizes some of the Excellence items in the DA, accomplished to a large extent since 3 August 1984, that resulted from your encouragement to exercise initiative and creativity through the creation of task forces. Also, in case you have time to read them, I have attached the Excellence Update information that I received from each of the DA Offices. You can see the very gratifying broad range of Excellence accomplishments we have in the DA.

- o The Office of Data Processing (ODP) formed a task force to investigate the use of commercially-available software for some of the major ongoing administrative development efforts such as the Logistics Information Management System (LIMS). This effort has the potential to dramatically expedite the applications development process and reduce program costs. The task force has as its goal investigating the feasibility and laying the groundwork for an integrated corporate database environment for the DA.

- o ODP formed special task forces to assess its current budget formulation procedures, personnel career opportunities, and standardized award incentive programs with the explicit goal of streamlining these activities.

- o ODP formed a pro-active CAMS user contact support group which goes beyond the traditional function of problem resolution. CAMS system support personnel now go directly to the user's office to improve their understanding of system performance and to anticipate problems.

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- o ODP is now conducting two conferences annually to provide a comprehensive technical review of our proposed plans. This review includes both our technical personnel and our customers to insure that decisions are made in the true context of Agency requirements, options, and resource constraints.

- o ODP formed an office-wide working group to define requirements and recommend an action plan for introducing a new personal computer (PC) based workstation into the Agency.

- o The Office of Information Services (OIS) established and chaired an interdirectorate task force, including representatives from the Directorate of Operations (DO), Directorate of Intelligence (DI), Office of General Counsel (OGC), and Office of Legislative Liaison (OLL), to promote ways to reduce the FOIA processing backlog and examine proposals for centralizing the review of material prior to release to the public.

- o In anticipation of Congressional passage of the CIA Information Act, OIS established a task force consisting of representatives from OIS, OGC, and OLL to draft and coordinate an Agency-wide implementing regulation and guidance. The fully coordinated regulation, [] and specific guidance to the DO, Directorate of Science and Technology (DS&T), and Office of Security (OS) were ready for the Director's signature on the date of enactment. Pursuant to the newly enacted legislation, OIS established a task force to assist OS, DO, and DS&T in developing categories of files for recommending to you as exempt from the search, review, and disclosure provisions of the FOIA.

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- o The Directorate Records Management Officers (RMO) have been asked to meet with their component RMOs to develop what they believe should be included in a certification program for RMOs. A task force, chaired by an OIS officer and composed of representatives from each Directorate, will finalize recommendations into a proposed certification program for submission to the Director of Information Services.

- o The Office of Training and Education (OTE) is organizing a periodic meeting of Community training directors. The first meeting will be held in January, and will likely be devoted to counterterrorism training.

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o OTE organized an interdirectorship task force on overseas personal security. Its purpose is to determine the substantive elements that Agency employees should be familiar with before taking an assignment overseas, and to make recommendations to senior CIA management on implementing training to help employees cope with an increasingly hostile and dangerous environment overseas. The task force will make recommendations at the end of January.

o The OTE training assistants have begun holding meetings in order to share their ideas and problems. They initiated a survey to facilitate the identification of concerns and are concentrating on goal setting and career and skills development.

o A panel of CIA and outside experts is being organized to evaluate and make recommendations on OTE's analyst training program.

o The OTE Computer-Based Training Group has organized an interdirectorship group of officers working on computer-based training within the Agency.

o The Secretarial Training Task Force was organized by OTE and first met in November with the DCI Secretarial/Clerical Management Advisory Group (MAG). The group focuses on areas of common interest throughout the secretarial profession. The MAG is being used as the sounding board for proposed program changes to the newly established Secretarial Training Program.

o Monthly seminars are held for the OTE Language School's 20 section coordinators. The objective of these ongoing seminars is to enhance communication across language sections and to have informal discussions on issues of common concern. Topics have included clarification of duties, ways of providing feedback, and dealing with the chain of command.

o An OTE task force was organized to evaluate the training requirements of the Security Information Management System (SIMS). Representatives from ODP, OS, and OTE met to plan the training, write the material, and schedule courses. A team-teaching approach was used

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which involved each of the offices—OTE for instructional methodology, OS for technical content, and ODP for programming concerns. This method proved to be so successful that it will be used in the future for training on similar component specific systems.

- o A team effort was utilized in evaluating computer-based training (CBT) courseware for the VM system. Participants included OTE, ODP instructors, and outside experts. They specifically dealt with choosing an authoring system for SAFE as well as mainframe CBT delivery for the Agency as a whole.

- o A task force was created to track communications requirements levied on the Office of Communications (OC) by other Agency and Community elements. In 1984, more than 300 requirements were logged. OC's service image has been enhanced by timely and periodic "feedback" to the requesting elements.

- o The Office of Medical Services (OMS) established a task force to review evolving social mores of current and future applicants and how their mores impact on the Agency's selection and suitability criteria.

- o The Office of Logistics (OL) Logistics Officer Training Program Committee consisting of representatives from all OL staffs and divisions has studied the working environment of the blue-collar work force and is preparing a Blue-Collar Study for the Director of Logistics. This study, like the Professional Development Program, will provide recommendations to the Director for the implementation of a Development Program for the blue-collar work force in OL.

- o Joint studies have been drafted between OL, the Office of Technical Service, and the National Photographic Interpretation Center to identify duplication of effort and resources for printing and photographic services.

- o OL Printing and Photography Division plans to conduct another two-day seminar of services for interested customers and components in the summer. The last seminar was held in August 1982.

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o Proper compensation for secretaries has been a critical issue for some time. In January 1984, a task force was organized under the leadership of the Office of Personnel (OP) Management and Compensation Division (PMCD) to review the issue and bring forth recommendations. The task force talked to 104 secretaries to get their ideas and produced an initial product in October 1984. Input for this survey is now being sought from all affected Agency employees. When this process is completed, the task force will produce their final recommendations and disband. Each Directorate has a similar task force to discuss survey findings within their own Directorate and will report back to PMCD on 15 January 1985. Final recommendations from PMCD to senior management is due February 1985.

o A task force consisting of personnel from OC, Comptroller, and OP was established to consider new methods of compensation for Agency communicators. The group produced a "banding" proposal which replaces the GS scale for communicators. The proposal was approved by the Executive Director on 29 November 1984. Congress has been informed and we plan to implement it on or about 20 January 1985.

o Financial hardship on employees involved in domestic relocation has been a major Agency problem. After passage of the Warner/Wolf Bill allowing government agencies to use domestic relocation firms, OP organized an interdirectorate task force including representatives from all offices concerned with the issue. The task force produced an innovative proposal for a domestic relocation center which would enable us to solve the complicated security and cover considerations involved in this endeavor. The Executive Director approved the task force proposal on 14 December 1984 and a contract is now being negotiated with the contractor.

o Dual careers are an increasing reality in the Agency. In some areas, particularly the DO, this represents a serious complicating factor as we attempt to meet both the needs of the Agency and the realities of our employees' personal lives. A task force consisting of several Agency components drafted an Agency tandem couples policy which is now being circulated throughout the Agency.

o A backlog of position classification requests from the DS&T developed in 1984. An OP/DS&T task force was formed to address the problem and succeeded in reducing the backlog of ad hoc requests from 607 to 75.

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o As a result of an IG Report, a decision was made by the DDCI that for reasons of economy and efficiency, processing of Agency travel should be centralized. This represented a very complex dilemma. Much travel had heretofore been handled by individual components. An interdirectorate task force chaired by a senior OP officer was formed on 4 September 1984 and produced policy recommendations on 19 December 1984 which are currently before the DDA. Many task force recommendations that did not require policy approval have already been implemented.

o In the past, insufficient attention was given to the training of OP employees. No formal training courses existed. To remedy this situation, three separate task forces composed of OP careerists were organized to determine the type of training they felt they needed. Each task force responsible for the GS-07/09 group has completed its work and all of its training courses have been launched. The GS-10/12 task force has just begun. The GS-13/15 task force is about 75% completed.

o There is a pressing need for the recruitment of additional professional personnel officers. An advertising campaign was therefore initiated and OP organized two task forces composed of OP careerists. The first reviewed all resumes [redacted] to determine who should be further processed and given the PATB. This testing is now in process. After the results are in, the second task force, composed of more senior OP personnel, will review each candidate and make the final hiring decisions.

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o Agency-wide recruitment deserved special attention. An experimental system using task forces was implemented in October with the DDI. The initial test results from Los Angeles were sufficiently satisfactory that this recruitment task force concept has been formalized and is being used on a regular basis. Rather than bringing attractive applicants to Washington for interviews, which usually causes delays in processing, a task force consisting of OP representatives, an official from the DDI who has hiring authority, and an OS officer are sent to cities for direct interviews. The process has been implemented in Los Angeles, Phoenix, and Charlottesville. Task forces are now scheduled for January in Boston, Dallas, and New York. A separate task force was assigned to the Washington Area Recruitment Office.

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o Revisions in the Federal retirement system seem inevitable in 1985. Anticipating this, OP in late 1983 organized a task force of three external consultants plus an OP careerist and a representative of OLL to track retirement developments and to make proposals for the type of program most appropriate for the Agency. The task force produced a set of principles and the Executive Committee was briefed on 2 October 1984. A paper summarizing the work of the task force was approved by the DCI. The task force will continue to exist in the implementation stage and will disband only after the retirement legislation is completed.

o The first "Excellence" film was seen by a wide range of Agency employees. Critiques from the audiences noted they wanted to see more stories about human achievements in the Agency. OP and OTE put together a group to interview and film a wide range of Agency employees who have stories of "Excellence" to tell. The "Son of Excellence" film should be available for distribution in early 1985.

3. Some of the above items involved removal of long-standing impediments to creativity. These items, combined with the broad range of the other accomplishments which are indicated in the attached, demonstrate our upbeat, energetic, and productive Excellence Program in the DA. It is a living program that will have pay-off long into the future.



Harry E. Fitzwater

Attachments

DDA/MS [redacted] (4Jan85)

Orig - Adse (w/att)

- 1 - DDA Subject (w/att)
- 1 - DDA Chrono (w/o att)
- 1 - DDA/MS Subject (w/att)
- 1 - DDA/MS Chrono (w/o att)

~~ADMINISTRATIVE - INTERNAL USE ONLY~~OFFICE OF DATA PROCESSING

Excellence Update
3 January 1985

We formed a recruitment task force that is actively seeking qualified candidates for employment at the entry level. In conjunction with the DC and New York recruitment offices, we have participated in recruiting trips to several major universities in Virginia, West Virginia, New York, New Jersey, and Maryland. In addition, we are planning to hold several job fairs aimed at attracting experienced data processing professionals in the New York City and Los Angeles areas. Lastly, we are in the final stages of completing a recruitment brochure specific to ODP needs.

We have formed a task force to investigate the use of commercially-available software for some of the major ongoing administrative development efforts such as LIMS, BARS, PASS, and IAPS. This effort has the potential to dramatically expedite the applications development process and reduce program costs. The task force has as its goal investigating the feasibility and laying the groundwork for an integrated corporate database environment for the DDA.

We formed special task forces to assess our current budget formulation procedures, personnel career opportunities, and standardized award incentive programs with the explicit goal of streamlining these activities.

We established an Information Center equipment display area to enhance our consulting efforts on graphics equipment and personal computers.

We published an Information Center Brochure to advertise the Center's services and to list major points of contact within the office for specific support.

We began a bi-monthly Information Center Newsletter which provides helpful hints and tips to our customers. This newsletter supplements the Tech Notes which provides detailed information for system changes.

We developed an Executive Network System within AIM for the Executive Director and senior Agency officers.

We started the Agency NOMAD User Group to encourage the sharing of information about this new do it yourself database management system.

ADMINISTRATIVE - INTERNAL USE ONLY

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We initiated quarterly meetings with ADP Control Officers and regularly pass along information to them on AIM. Further, we persuaded almost all of the ADP Control Officers and Alternates who were not already AIM users to begin to using this facility.

We developed several AIM automated forms to simplify the requesting of ODP Technical Publications, the submission of OS Headquarters visitor access requests, and the submission of Agency-wide software for the VM system.

We developed a training program for users of the Xerox 2700 laser printer and the Wang-VM interface capability.

We participated in the Information Systems Board (ISB) Artificial Intelligence Applications Working Group, which prepared a proposal for data storage, reduction, and retrieval for the Agency's ADP systems.

We participated in the Information Systems Board (ISB) Work Station Environment Working Group, which prepared an Agency-wide survey for terminal requirements.

We participated in the ISB Security Investment Strategy Working Group, which proposed a long range plan for improving computer security.

We introduced several new graphic display tools on our systems. For example, an interactive color graphics tool for cartographic database applications is now available to our users.

The CAMS Project Manager delegated COTR responsibilities to lower level managers.

We formed a pro-active CAMS user contact support group, which goes beyond the traditional function of problem resolution. CAMS system support personnel now go directly to the user's office to improve their understanding of system performance and to anticipate problems.

With our users, we are evaluating the Agency's need for large, specialized processors (including supercomputers) for computationally intensive applications.

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We are now conducting two conferences annually to provide a comprehensive technical review of our proposed plans. This review includes both our technical personnel and our customers to insure that decisions are made in the true context of Agency requirements, options, and resource constraints.

We formed an office-wide working group to define requirements and recommend an action plan for introducing a new personal computer (PC) based workstation into the Agency.

ADMINISTRATIVE - INTERNAL USE ONLY

ADMINISTRATIVE - INTERNAL USE ONLY**OFFICE OF INFORMATION SERVICES****Excellence Update****3 January 1985**

1. The Director of Information Services established and chaired an inter-directorate task force, including representatives from the DO, DI, OGC, and OLL, to promote ways to reduce the FOIA processing backlog and to examine proposals for centralizing the review of material prior to release to the public.

2. In anticipation of Congressional passage of the CIA Information Act, the Director of Information Services established a task force consisting of representatives from OIS, OGC, and OLL to draft and coordinate an Agency-wide implementing regulation and guidance. The fully coordinated regulation, [REDACTED] and specific guidance to the DO, DS&T ^{STAT} and OS were ready for the Director's signature on the date of enactment.

3. Pursuant to the newly enacted legislation, the Director of Information Services established a task force to assist the Office of Security, the Directorate of Operations, and the Directorate of Science and Technology in developing categories of files for recommending to the DCI as exempt from the search, review, and disclosure provisions of the Freedom of Information Act. This task force, consisting of representatives from OIS, OGC, and OLL, has nearly completed its work as the DCI has approved the Office of Security designations and will be receiving the DS&T and DO recommendations in the near future.

4. The Personnel and Training Staff, OIS, conducted a half-day orientation for new MI sub-group careerists to further familiarize them with the mission and functions of the office and, in particular, with the operations of the four divisions that make up the Office of Information Services. The orientation session also covered personnel and training matters of special interest to the new careerists.

5. Chief, Regulatory Policy Division, OIS, met with Agency distribution officers to stress the importance of distributing new regulatory issuances to those for whom they are intended. He emphasized that Agency issuances are the vehicles through which employees are made aware of policy, law, and Executive Orders. He further reminded the distribution officers of their responsibilities and offered the full services of the division to ensure that proper distribution is made, especially issuances affecting all employees.

6. The Information and Privacy Division, OIS, identified and placed a purchase order for furniture ergonomically designed to accommodate word processors and computer terminals. The acquisition of this furniture is expected to increase employee efficiency by making it easier to use the latest ADP technology as it becomes available.

ADMINISTRATIVE - INTERNAL USE ONLY**UNCLASSIFIED**

7. Personnel in the Information and Privacy Division have developed an increased awareness of the importance of FOIA/PA training, especially external, and are taking maximum advantage of the training opportunities available. In addition, IPD personnel are taking the opportunity to meet and exchange viewpoints with FOIA/PA personnel from other government agencies.

8. The Information and Privacy Division has modified the agenda of its annual FOIA/PA symposium to include more speakers from outside organizations (e.g., the FBI, U. S. Congress, and NARS) so that Agency employees can develop a better understanding and appreciation of how the various elements of the U. S. Government interact in carrying out the provisions of the FOIA and PA.

9. In the Information Resources Management Division, branch chiefs and employees developed goals, objectives, and activities for FY 85. These were translated into a division program for FY 85 after a day-long meeting with the division chief. The current program reflects the input of every employee in the division and represents a collective view on what can be accomplished with available resources.

10. The Information Resources Management Division fostered a committee of representatives from registries throughout the Agency to develop standards for material entered into TRIS--the Records Information System, a system to control documents from their creation to their ultimate disposition. The committee met over a several-week period, reviewed items, and prepared a report outlining standards that should be adhered to by TRIS users. Their report, with some modifications and additions, has been adopted.

11. The Directorate Records Management Officers (RMO) have been asked to meet with their component RMOs to develop what they believe should be included in a certification program for Records Management Officers. A task force, chaired by an IRMD officer and composed of representatives from each directorate, will finalize recommendations into a proposed certification program for submission to the Director of Information Services.

12. The Classification Review Division, OIS, has begun to involve its employees more directly in the technical support of its programs normally tasked to outside components. Two employees, for example, were provided tutorial training in the VM/NOMAD computer system so they can adapt NOMAD to handle an information storage and retrieval system being developed to capture classification/declassification decisions.

OFFICE OF TRAINING

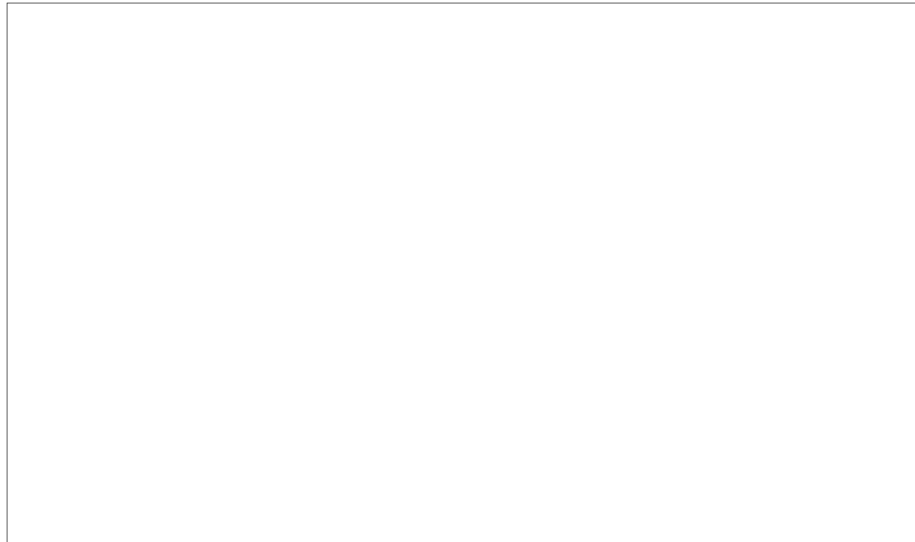
Excellence Update
3 January 1985

- o A task force was organized to evaluate the training requirements of the Security Information Management System (SIMS). Representatives from the Office of Data Processing, the Office of Security, and the Office of Training and Education met to plan the training, write the material, and schedule courses. A team teaching approach was used which involved each of the offices--OTE for instructional methodology, OS for technical content, and ODP for programming concerns. This method proved to be so successful that it will be used in the future for training on similar component specific systems (LIMS, PRIM, DESIST, etc.)

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- o We are organizing a periodic meeting of Community training directors. The first meeting will be held in January, and will likely be devoted to counter-terrorism training.

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- o We have started a new curriculum and course evaluation process as part of our effort to insure that our training is the best we can provide to our customers. Every OTE course and workshop will be reviewed at least once a year by our curriculum committee. The views and perspectives of the users of training will play a major role in this Zero-Based Course review. Entire blocks of curricula will be reviewed to enable OTE to step-back from a course-by-course view and get the total perspective of a particular training under-taking. [] 25X1
- o We organized an interdirector task force on overseas personal security. Its purpose is to determine the substantive elements that Agency employees should be familiar with before taking an assignment overseas, and to make recommendations to senior CIA management on implementing training to help employees cope with an increasingly hostile and dangerous environment overseas. The Task Force will make recommendations at the end of January. [] 25X1
- o Operations training can now be conducted in an environment that simulates what the student can expect to find on the job with the installation of three Wang Alliance systems [] 25X1
These systems will permit students to communicate electronically with the instructors and perform their exercises in a realistic manner. We plan to expand the use of simulated environments because of the positive impact they have on training [] 25X1
- o The Career Trainee Division initiated a Career Trainee database in coordination with the Analytic Support Group/IDI. The purpose of the database is to consolidate the personnel information on employee locator cards and to provide a log of interim assignments and the location of CTs during various training courses. This system will also be used to continually update the biographic profiles of career trainees. [] 25X1
- o The Request for Internal Training Form (Form 73) is being automated to permit paperless registration throughout the Agency. An initial trial of the system is being conducted with the Analytic Support

Group/DI. Upon full implementation, it is expected that there will be a considerable time savings in the preparation of course rosters, confirmation of enrollments, and the electronic transfer of the information directly to the Agency Training System. [REDACTED]

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- o The training assistants began holding meetings in order to share their ideas and problems. They initiated a survey to facilitate the identification of concerns and are concentrating on goal setting and career and skills development. [REDACTED]
- o Efforts are progressing towards developing a tailored program which, for the first time in the Agency's history, will address the specific training needs of the DS&T. The DCS&T approved our recommendation for a FY 1985 training program for the DS&T. Seven new course initiatives were suggested for FY 1985 with an additional seven in FY 1986. One new course, "Science and Technology Forecasting," has been approved by the NIO for the DS&T. The course will include segments on relevant intelligence data bases, methodology, and other aspects of science and technology forecasting. [REDACTED]
- o The major focus of the OTE biannual conference was the Office-wide competency study and its potential contribution to the career service. Three workshops were held and numerous suggestions were surfaced. Rather than implementing a new career model from the top down, every level within the office has had input into the proposal. With this model, MT careerists will be better able to analyze and manage their own career progression by identifying appropriate training and development goals. [REDACTED]
- o A panel of CIA and outside experts is being organized to evaluate and make recommendations on our analyst training program. [REDACTED]
- o The Computer-Based Training Group has organized an interdirectorate group of officers working on computer-based training within the Agency. [REDACTED]
- o The Secretarial Training Task Force was organized and first met in November with the DCI Secretarial/Clerical Management Advisory Group (MAG). The group focuses on areas of common interest

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throughout the secretarial profession. The MAG is being used as the sounding board for proposed program changes to the newly established Secretarial Training Program. []

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o The article "Training for Organizational Excellence" by the staff of Zenger-Miller is being used as a model for evaluating and improving the training being offered by the Intelligence Training Division. The branches have held seminars to review their product in light of the ten distinctive practices which were noted in excellent training functions. []

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- o The Management and Administrative Training Division has formed a panel with the Office of Medical Services to review the rationale and procedures of the Leadership Styles and Behavior Course. We want to take advantage of OMS expertise to make sure our approach to the course is psychologically sound. []

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- o Foreign Service Institute language instructors and Language School instructors participated in an Oral Proficiency Test Comparability Study. Disagreements between the two schools language proficiency ratings were analyzed. Efforts will be devoted to bridging the gap through future coordination and working sessions. []

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- o Liaison has been established between [] and the Army Communicative Technology Office, Fort Eustis. Immediate benefits of this liaison are the acquisition of an authoring system designed to reduce the amount of programming background needed by course/lesson developers and a demonstration on the M-16 presented on interactive videodisc. []

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- o Monthly seminars are held for the Language School's 20 section coordinators. The objective of these ongoing seminars is to enhance communication across language sections and to have informal discussions on issues of common concern. Topics have included clarification of duties, ways of providing feedback, and dealing with the chain of command. []

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- o A team effort was utilized in evaluating computer-based training (CBT) courseware for the VM system. Participants included Information Systems Training Division, the Office of Data Processing instructors and outside experts. They specifically dealt with choosing an authoring system for SAFE as well as main-frame CBT delivery for the Agency as a whole.
- o A questionnaire was sent to all 760 students who took Fundamentals of VM during the past year. The objective of the questionnaire is to determine if the right people are taking the course at the right time in terms of their job responsibilities. The information will also be used to determine the usefulness of the course to the students once they return to their offices.
- o We have become closely involved in the contract phase of the development of the Agency's new systems. This permits early formulation of the training requirements and facilitates the optimum tasking of resources. This has proven to be extremely successful with SAFE Delivery 2, the CAMS 2 transition and the introduction of training for DESIST.

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OFFICE OF COMMUNICATIONS

Excellence Update
3 January 1985

- Developed a "pay banding" proposal for its largest career specialty panel to closer equate pay and performance. Specifically related to "excellence", it will allow more frequent recognition of experienced employee's contributions to the Office's mission.
- Formulated and presented two mini-master lecture series to inform OC employees on diverse subjects. The series covered mostly OC-related subjects; i.e., principles of the newest equipment being deployed in the network, including satellite and HF radio concepts, but also included universal subjects such as personnel management, the processes of budget and planning, liaison relationships as well as guest speakers from other Agency components. These series will continue at the rate of two each year.
- Instituted a program to provide a video library to each of the overseas Area Headquarters to enlighten overseas personnel on a variety of topics. systems have been deployed so far to overseas facilities. Additional tapes on subjects applicable to the current network and OC management are now being duplicated to enhance each overseas library.
- OC's program to modernize its network has dramatically increased its requirements for logistical support. Accordingly, a Logistics Operations Group was chartered, effective 16 November 1984. The group centralizes the logistical management functions for OC and created a contracting team dedicated solely to support OC requirements. This is a major step towards supporting OC's growing logistical needs.
- Management authority has been delegated down to the Branch Chief level while retaining senior management accountability.

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- The D/CO continues to hold biweekly meetings down to the Branch Chief level to keep "middle management" informed on issues affecting the Office, the Directorate, and the Agency. Outside speakers are periodically brought in to present subjects of general interest. An important aspect of these meetings is the individual recognition of OC personnel for their personal achievements, suggestions, and performance.
- The overseas travel of Headquarters staff officers has been increased to gain firsthand operational and programmatic information and to address Area problems on the spot. Initial feedback indicates that overseas personnel are highly appreciative of the increased interest in their problems.
- In recognition of the additional responsibility and stress incurred by communicators assigned to one-person facilities, a specific monetary award has been developed.
- Per diem rates for African travel have been increased to afford OC travelers western style accommodations.
- Rental vehicles are being provided up to five days for OC employees processing at Headquarters between overseas tours.
- Office policy has been liberalized regarding the provision of QP vehicles to its communicators where local transportation does not meet the mission's needs.
- Special offerings of behavioral training courses were provided to 125 OC employees between assignments during the summer of 1984. This effort was extremely well received and will continue.
- In an effort to improve the quality and readiness of employees just graduating from the Communications School, an extended training period up to one year is being provided at [] Headquarters prior to their first overseas assignment.
- Special workshops and lectures were conducted for OC employees on topics such as Stress, Managing Change, Alcohol Awareness, Sexual Harassment, and Safety.

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- To enhance the image of its employees, the Office has stressed at every opportunity the fact that OC employees are intelligence officers. Key skill employees are being given rotational assignments to broaden their experience and to demonstrate the caliber of OC officers to other Agency components.
- Continues to be deeply involved in the recruitment of high caliber personnel for the unique career disciplines OC offers. A vigorous and imaginative campaign has been instituted, employing non-traditional methods such as new testing techniques and attendance at national "ham radio" fests.
- An annual conference for Area Chiefs has been formalized in which a wide spectrum of telecommunications issues are addressed. In this forum, senior management becomes uniformly aware of OC's policies, goals and achievements.
- Plans are underway to "surge" the deployment of new Capitalization equipment and systems in the spring of 1985. The Communications School will be closed for several months in order to deploy the instructing staff overseas to accelerate equipment installation and training.
- A group was created to track communications requirements levied on OC by other Agency and Community elements. In 1984, more than 300 requirements were logged. OC's service image has been enhanced by timely and periodic "feedback" to the requesting elements.
- Responded to the dual requirement of continued training in existing systems as well as the modern equipment being introduced into the network. The total number of OC employees trained in FY1984 increased by 51 percent with much of the training being accomplished on site overseas by TDY instructors from the School.
- Focused attention on the "communicator of the future" to ensure that OC recruiting and training will provide the levels of expertise necessary to meet the technological challenges of the 1990's and beyond.

OFFICE OF MEDICAL SERVICES

Excellence Update
3 January 1985

--Developed the Employee Assistance Program designed to identify and assist employees and dependents with personal difficulties they are experiencing, and to assist supervisors to identify the source of performance concerns regarding an employee. Brochures, posters, tentcards, and other promotional advertising were distributed throughout the latter part of FY 85.

--Six employee health education presentations were held in the auditorium on 16 March, 31 May; 27 June, 27 September, 17 October, and 14 November 1984.

--Instituted a new applicant medical screening procedure which permitted more applicants to be screened faster without the aid of additional resources.

--Instituted in-house depth perception and visual field analysis for imagery analysis of applicants thereby reducing processing time and costs of doing externally.

--Provided refreshments (coffee and donuts) for applicants who were required to fast 12 to 18 hours before their medical screening.

--Instituted mammography screening program for breast cancer for employees and dependents.

--OMS component chiefs met on a regular basis to find ways to improve OMS clinical and operational support products by integrating OMS multi-disciplines more effectively.

--Diagnosis project was developed (software) from existing patterns of illness data base and RAMIS.

--Held a Health Fair on 26 and 27 November 1984 which included a variety of displays, courtesy of the American Heart Association, American Cancer Society, American Lung Association, the Agency Safety Staff as well as OMS. "Air-puff" tonometry for glaucoma, blood pressure checks, and an individual "health risk appraisal" were available to employees at the fair. Employees could take advantage of the health risk appraisal by submitting a form which was distributed in the Medical Newsletter which was published just prior to the Health Fair.

--Established an OMS Task Force to review evolving social mores of current and future applicants and how their mores impact on the Agency's selection and suitability criteria.

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--Implemented an "upfront" PATB screening which allows all professional applicant test results to be reviewed and categorized by PSD psychologists. This allows earlier identification of the more suitable and qualified applicants that have begun processing. In early FY 85 PSD will activate a computer program designed to generate "skills bank" reports of test results directly from applicant test data stored in the PSD computer database. This will reduce psychologists' time used in interpreting and writing the basic "skills bank reports" and allow Agency supervisors quicker access to a more detailed report. In addition, this will free psychologists to support other OMS and Agency clinical and operational programs.

--Published two quarterly Medical Newsletters containing articles more germane to the Agency and its employees.

--In the Psychological Services Division (PSD) the Professional Applicant Test Battery (PATB) was modified to include a personality inventory (California Psychological Inventory) designed to sample data relevant to applicant stability and suitability. In addition, results of "upfront" screening of applicant PATB results are now transmitted electronically to Office of Personnel consumers thereby eliminating the 1 1/2 to 2 days delay formerly experienced with distribution of hard copy reports. A computer-based model of the assessment psychologist "upfront" category predictor activity was also developed and is now being evaluated for its effectiveness in assisting the psychologist in this routine and very time-consuming activity.

--The Physical Fitness Program was established with appropriate equipment facilities installed; advisory committee created; and a series of fitness orientation lectures begun involving both Headquarters and outlying locales.

--Instituted policy of offering voluntary sickle cell screening to all black employees at time of EOD physical and to dependent families assigned overseas.

--In conjunction with PMCD survey accomplished the goal of obtaining position and grade structures that reflect the diversity of skills and broad base knowledge required of OMS personnel. This provided OMS employees with realistic career ladders and the incentive to grow.

--Operation Uplift Phase I completed (automated system) in support of chart handling and patient scheduling designed to replace labor intensive procedures. This also reduced chart pulls for medical chart reviews by 60%.

OFFICE OF LOGISTICS

Excellence Update
3 January 1985

New Building Project

- An Office of Logistics (OL) Furniture Committee with representatives from Headquarters Operations, Maintenance, and Engineering (HOME) Division, Supply Division (SD), and New Building Project Office (NBPO) is developing new furniture and workstation standards for the Headquarters Building.
- The OL Logistics Officer Training Program Committee consisting of representatives from all OL staffs and divisions has studied the working environment of the blue-collar work force and is preparing a Blue-Collar Study for the Director of Logistics (D/L). This study, like the Professional Development Program, will provide recommendations to the D/L for the implementation of a Development Program for the blue-collar work force in OL.

Information and Management Support

- The pending revision of [] Accounting for Lost, Damaged, and Destroyed Government Property will make it possible for more reports of survey to be adjudicated at the component level rather than be sent to the Headquarters Survey Review Board.
- A comprehensive guide for Logistics field officers has been written, and is currently being printed. It was written with inexperienced non-Office of Logistics careerists in mind (e.g., administrative officers), but should prove valuable to all overseas logistics officers. It should enhance the existing field regulations and handbooks and expands on them without establishing policy. This guide should make it easier for field personnel to carry out their functions without help from headquarters, making possible quick response and multiple-skilled employees.
- The current [] Acquisition Handbook, is being revised and the new draft submitted to Regulatory Policy Division, OIS. Contracting officers both in OL and on the decentralized contracting teams throughout the Agency should be better able to do their jobs by using the new handbook. It has been organized into chapters, thus making it easier to find the relevant portions without delay. Also, it has incorporated some 90 procurement notes (directives for all procurement officers, signed by the D/L), which at the present time must be looked at in addition to the current handbook. Since the procurement notes were numbered chronologically as they were written over the years, they

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are in no particular order, and thus it is very difficult to know if there is a procurement note on a particular subject. The new handbook will resolve this dilemma.

- A monthly publication of an OL Wang Newsletter has been instituted as a method to keep OL users informed on and provide insight to Wang's capabilities. This office-wide publication is designed to enhance Wang communications and to serve as a teaching aide for more efficient use and increased exploitation of Wang capabilities by all users.
- Logistics Overseas Computer System (LOCS) software has been delivered for an inventory system and an accountable property system to be run on personal computers (PCs) at remote sites. The tempested version of these PCs (required for accountable property) is not yet available from the manufacturer. We are installing the Inventory System at a remote domestic site [] in early January 1985. The Accountable Property System will be installed at a domestic and an overseas site when the equipment is supplied by the vendor in the spring. These two sites will then serve as a testing ground, providing data on modifications that may be needed before installation at additional locations. []

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Personnel and Training

- Logistics Orientations, formerly conducted quarterly, were conducted monthly from October to December 1984 so as to reduce the backlog of employees waiting to attend.
- Allied Corporation personnel received a one-hour briefing in October to give those personnel working in the Headquarters complex some sense of the Agency's mission and their place in the Agency's organizational structure. The briefing included presentations by the DDA, Director of Security, D/L, and a representative from the Office of Public Affairs. Similar briefings are planned when sufficient numbers of new Allied personnel are cleared and enter on duty.

Headquarters Operations, Maintenance, and Engineering

- OL has completed, or is in the process of completing, the following construction projects as part of the ongoing Quality of Life upgrading of the Headquarters program.
 - Cafeteria renovation and upgrade.
 - Repair of the tunnel.
 - Painting of the ground floor walls and doors.
 - Renovation of the 7c and 5e corridors.

- **Renovation of the gym.**
- **Painting of the rest rooms.**
- **Receiving and shipping operations at Headquarters have been transferred to the recently leased space at the [] Building. This will lessen the number of vendor deliveries at the Headquarters compound and alleviate the need for storing materials in the ground-floor corridors, thereby further improving safety, quality of life, and the work environment.**

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Printing and Photography

- **In the area of reducing bureaucracy:**
 - **OL/P&PD has implemented electronic requisitioning for the production of microfiche through its Computer Output Microfilm Section. This negates the requirement for the handcarrying of Form 70Cs to the COM Center.**
 - **Joint Studies have been drafted between P&PD, the Office of Technical Service, and the National Photographic Interpretation Center to identify duplication of effort and resources for printing and photographic services.**
- **In the area of communication:**
 - **The Quality Circle Newsletter, produced quarterly, continues to serve as an inhouse communication device for P&PD. Articles are now written by P&PD managers on topics of interest to the P&PD employees, as well as by the Quality Circle teams. Response to this new feature has been positive.**
 - **A color brochure of services has been printed and distributed which itemizes all P&PD services and provides phone numbers for points of contact to answer inquiries telephonically.**
 - **P&PD plans to conduct another two-day seminar of services for interested customers and components in the summer. The last seminar was held in August of 1982.**

Procurement

- **The CIA procurement organization has moved toward greater responsiveness through formation of a centralized procurement team within the Office of Communications (OC). This team, established initially with two procurement officers and a secretary, will be strengthened as necessary, depending on the volume that develops. The team is expected to sharply increase procurement responsiveness to OC's requirements.**

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- A further move to improve procurement operations was the establishment of a Contract Administration and Services Branch within the Procurement Division (PD). This action was taken because a large percentage of vendor deliveries were not meeting contract-schedule requirements. Although in its infancy, the new organization should resolve the delinquency problem.

Real Estate and Construction

- The revision of [] Real Estate and Construction, now in progress, will include a change in the reporting threshold for real property leased by the Agency. In the past, Real Property Summaries have included real property that is leased for periods of less than 12 months at rentals of \$250 per month or less; the revision raises that figure to \$500, thus recognizing increased rental costs and reducing somewhat the administrative burden on reporting offices.

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Supply Operations

- Project status boards have been installed [] with visual aids depicting the status of all projects planned or in progress. These boards increase employee awareness and communicate the changes taking place in the work environment and their input into [] operations. []
- Numerous programs have been initiated to improve the work environment [] i.e., repaving of all driveways and parking lots, repainting of all interior and exterior walls, improved lighting, enclosure of receiving and shipping docks, improved ventilation, and modernization of both secure and open telephone facilities. These upgrades resulted from an OL committee which studied improvements needed [] and made recommendations to the D/L.
- The OL in coordination with the Office of Finance (OF) has established a database in the Federal Automated Requisitioning System (FARS) minicomputer system for updating the General Accounting System (GAS) leased-vehicle inventory. For payment purposes, this system will provide OF with a current inventory of all Agency vehicles leased through GSA.
- The OL has initiated an enhanced program for Supply Office Trainee (SOT) orientation and evaluation. This enhanced program is fashioned after the Agency Career Trainee (CT) program orientation and evaluation. Other efforts in training include establishment of an informal two-to-three-day orientation for select Supply careerists in the logistics offices of DDO and DDS&T components. []

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Excellence Activities Planned for 1985

- OL is coordinating with the Office of Communications (OC) to consolidate all Agency repair and return activities. This effort will prevent a recurrence of and assist in correcting a security problem that occurred with the Plain Text Processing Equipment (PTPE) program.
- To enhance responsiveness and provide improved customer feedback, the [] is establishing an inhouse program for control of shipping indicators. This program will provide a better method of follow-up on all shipping indicators until shipment is complete. The establishment of a second database, in Wang VM, to be utilized as a Master Station List in the Preservation and Packaging Section, [] is also under development. This database will provide a consolidated detailing of all pertinent shipping, marking, and packing specifications by station. 25X1
- [] 25X1
- The OL plans to introduce a Bar Coding system into [] operations in 1985 to automate the tracking of materiel being received, stored, and issued. Funds have been transferred to the Office of Data Processing for the implementation of the developmental contract. It is currently anticipated that the system will be operational 32 weeks after the contract implementation. 25X1
- The OL will review and implement changes resulting from a study of the procurement system by an outside contractor.
- Security will be reemphasized and stressed through the conduct of security education briefings for all OL employees.
- OL policy and regulations will be reviewed for compliance with Excellence goals.
- The Office will continue to communicate with OL employees and customers through courses, seminars, conferences, briefings, and written information.
- The NBPO will continue to conduct briefings on the new building and to meet with building occupants to lay out space and furniture requirements.

- The OL will strive to accomplish Office objectives, many of which promote excellence in organization, personnel development, management efficiency, improved work environment, communication, and exploiting new technology and methodology.

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OFFICE OF PERSONNEL

Excellence Update
3 January 1985

The Office of Personnel has been active in the formation of task forces to bring action on OP issues. These task forces were formed, did their job and disbanded when the job was completed. We have found the use of task forces to be an effective means of handling proposals not only within the Office of Personnel but even those that transcend office and even directorate boundaries. Task forces are particularly useful when they are composed of individuals who are directly affected by the subject being studied. The following are a few of the more prominent examples:

- Proper compensation for secretaries has been a critical issue for some time. In January 1984 a task force was organized under the leadership of the Position Management and Compensation Division (PMCD) to review the issue and bring forth recommendations. The task force talked to 104 secretaries to get their ideas and produced an initial product in October 1984. This survey is now being briefed around the Agency to seek input from all affected employees. When this process is completed, the task force will produce their final recommendations and disband. Each directorate has a similar task force to discuss survey findings within their own directorate and will report back to PMCD on 15 January 1985. Final recommendations from PMCD to senior management is due February 1985.
- A task force consisting of personnel from the Offices of Communications, Comptroller and Personnel was established to consider new methods of compensation for Agency communicators. The group produced a "banding" proposal which replaces the GS scale for communicators. The proposal was approved by the Executive Director on 29 November 1984. Congress has been informed and we plan to implement it on or about 20 January 1985.
- The first "Excellence" film was seen by a wide range of Agency employees. Critiques from the audiences noted they wanted to see more stories about human achievements in the Agency. The Offices of Personnel and Training and Education put together a group to interview and film a wide range of Agency employees who have stories of "Excellence" to tell. The "Son of Excellence" film should be available for distribution in early 1985.

C O N F I D E N T I A L

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- Financial hardship on employees involved in domestic relocation has been a major Agency problem. After passage of the Warner/Wolf Bill allowing government agencies to use domestic relocation firms, the Office of Personnel organized an interdirector task force including representatives from all offices concerned with the issue. The task force produced an innovative proposal for a domestic relocation center which would enable us to solve the complicated security and cover considerations involved in this endeavor. The Executive Director approved the task force proposal on 14 December 1984 and a contract is now being negotiated with the contractor.
- Dual careers are an increasing reality in the Agency. In some areas, particularly the DDO, this represents a serious complicating factor as we attempt to meet both the needs of the Agency and the realities of our employees' personal lives. A task force consisting of several Agency components drafted an Agency tandem couples policy which is now being circulated throughout the Agency.
- A backlog of position classification requests from the DDS&T developed in 1984. An OP/DDS&T task force was formed to address the problem and succeeded in reducing the backlog of ad hoc requests from 607 to 75.
- As a result of an IG Report, a decision was made by the DDCI that, for reasons of economy and efficiency, processing of Agency travel should be centralized. This represented a very complex dilemma. Much travel had heretofore been handled by individual components. An interdirector task force chaired by a senior OP officer was formed on 4 September 1984 and produced policy recommendations on 19 December 1984 which are currently before the DDA. Many task force recommendations that did not require policy approval have already been implemented.

C O N F I D E N T I A L

- In the past, insufficient attention was given to the training of OP employees. No formal training courses existed. To remedy this situation, three separate task forces composed of OP careerists were organized to determine the type of training they felt they needed. Each task force dealt with a different grade range. The task force responsible for the GS-07/09 group has completed its work and all of its training courses have been launched. The GS-10/12 task force has just begun. The GS-13/15 task force is about 75% completed.
- There is a pressing need for the recruitment of additional professional personnel officers. An advertising campaign was therefore initiated and OP organized two task forces composed of OP careerists. The first reviewed all resumes [redacted] to determine who should be further processed and given the PATB. This testing is now in process. After the results are in, the second task force, composed of more senior OPers, will review each candidate and make the final hiring decisions.
- Agency-wide recruitment deserved special attention. An experimental system using task forces was implemented in October with the DDI. The initial test results from Los Angeles were sufficiently satisfactory that this recruitment task force concept has been formalized and is being used on a regular basis. Rather than bringing attractive applicants to Washington for interviews, which usually causes delays in processing, a task force consisting of OP representatives, an official from the DDI who has hiring authority and an OS officer are sent to cities for direct interviews. The process has been implemented in Los Angeles, Phoenix and Charlottesville. Task forces are now scheduled for January in Boston, Dallas and New York. A separate task force was assigned to [redacted]

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- Revisions in the federal retirement system seem inevitable in 1985. Anticipating this, the Office of Personnel in late 1983 organized a task force of three external consultants plus an OP careerist and a representative of the Office of Legislative Liaison to track retirement developments and to make proposals for the type of program most appropriate for the Agency. The task force produced a set of principles and the Executive Committee was briefed on 2 October 1984. A paper summarizing the work of the task force was approved by the DCI. The task force will continue to exist in the implementation stage and will disband only after the retirement legislation is completed.

C O N F I D E N T I A L

S E C R E T

OFFICE OF FINANCE

Excellence Update
3 January 1985

On-Line Advance Account Query Capability for Central Travel Services (CTS)

A very recent enhancement to the GAS system has been completed which enables CTS to download advance account general ledger information from GAS into VM system. This provides CTS with an on-line query capability to access travel advance data in a real-time mode. Accessed information can be manipulated as desired by the user. The need for this capability has been one of long standing. It will greatly speed up travel accounting procedures and eliminate the necessity for many collections due from travelers.

Early in 1985, this same enhancement will be made available to Accounts Division for use in more effective control of G.L. account 1452, Transfers of Accountability. Currently, the division's only TA report is one with dated information available only after end of month updating of the GAS system. TA control and monitoring will be instantaneous with the enhancement.

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Electronic Approval/Certification Process

Finance is studying in coordination with the OS a new device that provides a complete and inexpensive solution to securing computer data. The device is an electronic variable combination lock which provides multiple security levels and may serve as a means of electronic process. It is an important and necessary element of Finance's goal to achieve a totally paperless environment, particularly needed for use at overseas installations.

Automated Cable Distribution Process

Software will be made available to Finance during January 1985 which would allow incoming cables requiring OF action to be electronically routed from the cable secretariat to Key Building. At the present time, two daily couriers from Headquarters and immediate action cables require hand carrying in order to meet operational necessities. The current

S E C R E T

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Travel Management Centers (TMC's)

At OF's initiative, the DDA requested a delegation of authority from GSA for the Agency to contract with commercial travel agents for the procurement of transportation and travel services for official travel. Such contractual authority for the establishment of a TMC was limited to GSA. This request received the approval of GSA based upon our unique security requirements. Use of TMC's, if able to be used by the Agency, offers the possibility of very considerable cost reductions in overall travel expenditures. Implementation of TMC's is under study by the Office of Personnel.

Budget and Accounting Resource System (BARS)

A BARS team was formed in September 1984 to initiate budget ranking systems. The current systems are constrained by very limited on-line and real-time accessibility and are very difficult and costly to maintain. Plans for the new system will eliminate all present shortcomings and offer an integrated system of futuristic design with the ability to serve management needs for years to come.

Field Accounting System (FAS)

During October 1984, FAS software was installed in [redacted] Stations. A total of [redacted] stations are now operational with the system. FAS offers a secure environment for the recording of financial activity, quick and easy destruction capability in emergencies, more current data available to the field and Headquarters, and more efficient processing time. During 1985, OF plans to make FAS installation at [redacted] foreign [redacted] installations. In addition, final testing and new software programmed in Wang BASIC will be completed during the first quarter of 1985. This software significantly expands system capabilities and can be easily modified to meet unique user requirements.

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Electronic Funds Transfer (EFT) and Vendor Payments

In mid-1985, the Agency will have direct telecommunication capability with the Federal Reserve Bank in Richmond for all individual EFT payments and those vendor payments under \$25,000. Additionally, a similar capability will be available with the Federal Reserve in New York for vendor payments \$25,000 and over. These developments are required to meet Treasury automation efforts and will necessitate data encryption devices to be placed on Treasury communication lines. Appropriate arrangements have been made with Treasury and the Federal Reserve to ensure compartmentation and security. Much manual handling of Treasury checks will be eliminated and considerable cost savings accrued.

S E C R E T

SPECIAL SUPPORT ASSISTANT

Excellence Update
3 January 1985

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2. We changed the business class travel policy to make it simpler and more liberal for overseas PCS and TDY travel in excess of five hours. This will reduce substantial paperwork coming to the SSA/DDA for special approvals.

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4. We have increased our contact with the State Department to obtain early notification of changes being considered in the areas of allowances and benefits and to notify our field stations promptly. For example, just recently the DDA signed a message implementing R&R travel to stateside locations for all R&R posts consistent with the new State policy.

5. We have participated in a Central Travel Working Group to review current procedures of OP/Central Travel Service and recommended changes to improve the service provided to Agency PCS/TDY travelers.

6. For 1985, as a project for an MG CT interim assignment, we plan to prepare a foreign and domestic processing guide to be provided to employees which will reflect, in one travel document, such things as entitlements, benefits, and allowances.

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ADMINISTRATIVE - INTERNAL USE ONLY

SAFETY STAFF

Excellence Update
3 January 1985

1. Pursuit of excellence is of major concern to the Safety Staff not only as far as its employees are concerned, but to all CIA employees. Actions considered worthy of mention are:

a. The Safety Staff was divided into three branches, the Occupational Health Branch, the Operations Branch and the Fire Protection Branch. This was done not only for more efficiency but in an attempt to provide the senior staff members with more responsibility for the day to day running of the office and to encourage them to learn about budgeting, work plans and scheduling of assignments. The progress of the Branch Chief's is commendable. They have a stronger sense of belonging and have developed a strong team spirit among themselves. This increased active participation has increased the interest and participation received from all the Staff's employees.

b. The Branch Chief's were allowed to do some recruiting for student trainee positions. They have recruited in their areas of specialty, fire protection, safety and industrial hygiene. The result of the recruiting effort has been student trainee contracts with two new schools and several applications for the student trainee positions. This effort will improve the overall effort of the Safety Staff by providing additional hands for the jobs that need to be done and will constantly bring in new people who are being trained in the latest developments in the respective fields. The side benefit of this is that the permanent staff is challenged to try even harder to keep up with the trends of the profession.

c. A full time health physicist was hired and will allow Safety Staff to comply with more portions of the law concerning occupational health and exposure to ionizing and non-ionizing radiation. Primarily the Health Physicist allows Safety Staff to provide better protection and guidance for our employees who are involved in working with radiation producing material or equipment.

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d. The Safety Staff has been actively improving the work environment of Agency employees by providing ergonomic surveys for VDT users, monitoring the removal of asbestos from the Agency buildings and cleaning up an old chemical disposal area so that they will not continue to pollute Agency property.

e. The visibility and capability of the Safety Staff was emphasized to Agency employees when the Safety Staff participated in the OMS Health Fair and DDA Career Day. We received extremely good feed back and participation. This was gratifying to both the individuals working in the booth and the entire Staff.

f. One member of the Staff recently completed a Bachelors degree, one started a Masters degree program and all Safety Staff employees have participated in training in areas that would assist their effectiveness as members of the Staff.

g. The creation of a second rotational assignment position with SCS to be filled in March 1985 will allow Safety Staff the opportunity to provide detailed service to this group of employees.

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OFFICE OF SECURITY

Excellence Update
3 January 1985

The following items represent the Office of Security's Update on Excellence since August 1984 and Excellence planning for 1985.

Personnel Security

• Existing regulations relevant to external activities by employees, particularly with respect to personal foreign travel, have been reviewed and plans made to shorten the reaction time to these requests. [redacted]

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• In order to insure the proper badging of "Summer Only" employees and their orderly transition to staff or contract status, all such employees henceforth will be issued special badges with expiration dates clearly identified. [redacted]

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Security Liaison

• Liaison with local security services has been increased to meet new demands for assistance on official matters and those involving personal problems of Agency employees. [redacted]

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Quality of Life

• During the latter part of 1984, refurbishing of quarters at [redacted] and Office of Security field installations was undertaken. This effort will continue in 1985. Carpeting and more modern furniture has been installed, a conference and training facility has been substantially upgraded, and additional space is being negotiated for [redacted] Offices. In addition, entirely new space was acquired for [redacted]

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S E C R E T

Alien Marriage Cases

• A drive has been started to decrease the processing time for requests from Agency Staff personnel to remain employed following marriage to a foreign national.

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Polygraph Programming

• Reacting to studies conducted within the Office of Security and by external sources, the Office has moved to a more fulsome use of up-front polygraphs to take advantage of its unique screening capabilities. Over the past six months, the Office has averaged an up-front rate of 60 percent as opposed to 40 percent a year ago. Candidate availability is the only limiting factor to attaining an even higher rate.

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Office Recruitment Program

• In 1984, the Office of Security's personnel needs, both professional and clerical, grew enormously. As a result, the recruitment procedure was restructured to



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• The Office has worked closely with the Office of Personnel to fill [redacted] Security Protective Officer slots allocated in FY 1984. With the use of up-front polygraphs, a massive advertising campaign and expedited clearances, [redacted] Security Protective Officers were brought on board between 1 March and 1 October 1984. [redacted]

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By mid-February 1985, Office of Security personnel will meet with several advertising agencies to develop a new recruitment brochure which will colorfully describe the Office of Security and all of its recruitment needs. This new brochure will be very useful in field recruitment efforts as well as in many Agency programs such as Directorate Career Days and the Upward Mobility Program.



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Office Career Management

• The Office of Security is responsible for ranking, promoting, and considering for reassignment, almost [redacted] employees. To assist the Career Panels in doing this phenomenal task, the Office of Personnel's PRIM System has been used more extensively this year. The Panels are now provided with a report which lists all careerists by grade level, their previous assignments, and how long they have been in their current assignment. This has been particularly beneficial to the Office of Security Professional Sub-Group Panel in filling vacancies. Along the same lines, the Office of Security is in the process of sending a Reassignment Questionnaire to all of its careerists. This information will be recorded and used extensively to ensure that reassignments, when possible, satisfy the desires of the employee. [redacted]

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• In the very near future a Senior Officer Security Careerist will assume the duties of Career Management Officer. Part of his duties will be to generate fresh new ideas which will improve efficiency or enhance productivity. [REDACTED]

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• In the interest of improving morale and providing Office of Security employees with a tangible memento of their careers, the Office has designed a suitable plaque which is presented to all retirees. To date, 18 plaques have been given out. [REDACTED]

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Area Security

• The Area Security Program was expanded significantly in 1984. [REDACTED]

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[REDACTED] Qualified personnel were identified, selected, trained, and assigned to a variety of new slots throughout this period. This has dramatically enhanced our security capability, and we are now in an improved position to respond to security needs in a timely and effective way. [REDACTED]

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Information Security

• The Office of Security has developed a formal methodology for the conduct of vulnerability studies of Community, Agency, and Contractor computer systems. The methodology covers the aspects of management, administration, and technical development. The management area includes the planning, supervising, scheduling, and coordination efforts. The administration area covers the development and production of the drafts and final reports. Technical development covers the evaluation of the survey instrument and the quantitative/qualitative measures. The methodology will serve as a guide for the conduct of vulnerability studies in the future and will help to ensure that the products are developed to a standard of accuracy and completeness. [REDACTED]

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• An inter-Agency group, headed by an Office of Security careerist, recently concluded a six-month study which resulted in the development of an investment strategy for software and hardware acquisitions over the next decade. [REDACTED]

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Facility Security

• As a quality of life and public relations measure, sign-in machines have been placed at all entrances which permit persons who forget their badge to avoid going to another entrance to be signed in. [REDACTED]

Technical Security

• To educate non-technical operators of electronic security systems located overseas, the Office of Security produced a 131-page manual of instructions. It is intended to impart complicated technical information in plain English, and it should be well-received. [REDACTED]

• A booklet on security equipment in use and available to overseas facilities has been printed and disseminated. The booklet is complete with photos and illustrations and is being distributed in hard form and in microform for future reference. [REDACTED]

Organization and Efficiency

• In 1984, the Office of Security created the Headquarters Security Group to more efficiently effect the takeover from GSA of the security protective function. This organizational change also serves to shorten the command link between the Director of Security and the Security Protective Service. [REDACTED]

• Countless initiatives are underway to facilitate the acquisition, training, equipping, and career management of the Security Protective Service in close coordination with the Office of Training and Education and the Office of General Counsel. [REDACTED]

5
S E C R E T

Emergency Situations

• In order to improve Office capabilities to handle emergencies and operational support, the Headquarters Security Group facility is undergoing extensive renovation, and Office vehicles are receiving more powerful radios with a greater variety of frequencies. When completed, this new communications net will cover the entire Headquarters area. [redacted]

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Office Automation

• The ever-expanding role of office automation in the activities of the Office of Security dictated the formation of a separate Automatic Data Processing Branch within the Policy and Plans Group of the Office's Directorate for Policy and Management. The Branch, formally established in November 1984, now consists of seven Office of Data Processing assignees dedicated to meeting Office of Security ADP needs. [redacted]

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• Installation of six Wang Alliance systems at [redacted] Building, begun in February 1984, was completed in October. The systems are used daily by over 100 Office of Security personnel in daily activities involving receipt and preparation of memoranda, case processing, and special activities such as budget preparation. Training in Wang system use has been provided to all levels, including senior officers, mid-level managers, and clericals. Wang system use has resulted in improved morale throughout the Office, increased production, and improvement in product quality. Innovative new ways have been found to manage and track Office tasks. [redacted]

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• Use of the [redacted] Wang Alliance system, first established as a test-bed in March 1984, has resulted in a major change in office procedures. The system is used to support [redacted] case assignment and management. It has replaced manual indices, allows electronic preparation of status reports, and permits electronic storage and retrieval of investigative reports. [redacted] communications capability added in September 1984, is now under test. The link will ultimately allow "real time" processing of investigative reports and other information, replacing the teletype and postal service now in use. [redacted]

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• During the second half of CY 1984, a direct communications link was established between Security Records Division [] and the Department of Defense Central Index of Investigations at Fort Holabird, Maryland. The link allows on-line query of Department of Defense indices, reducing response time on name checks from days to seconds, and proving of great benefit in processing the high volume of time-critical cases. Planning is underway to develop the same type of rapid National Agency Check links with other U.S. Government agencies and departments. []

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• Automated File Request System

• This system, inaugurated during the last quarter of CY 1984, allows some [] authorized users, via the Agency's Automated Information Management System (AIM), to request security files directly from Security Records Division. The system produces electronic charge-out records and has eliminated the need for many thousands of hand-written file requests formerly delivered by couriers. The Automated File Request System (AFRS) will become part of the Security Information Management System (SIMS) as that system realizes its initial operational capability in 1985. []

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Security Education

• The Security Officer Training Program (SOTP) and the Special Agents Training Course were updated during 1984 with the addition of "professional image" segments. An Introduction to Computer Security course was added to the SOTP to orient new security officers to the importance of the computer security discipline. Plans are underway to add a "career window" segment in early 1985 to be presented by young, rapidly rising Security careerists. []

25X1

• A great deal of effort has been devoted to the recruitment and training of the Agency's new Security Protective Officers. Two officers have been assigned to conduct training courses at Headquarters and at the Federal Law Enforcement Training Center in Glynco, Georgia.

A certificate has been designed for those graduating from the course at Glynco, and every effort is being made to make the new officers feel that they are part of the "Agency family." A senior representative of the Physical, Technical, and Area Security Directorate chairs a special Career Board Panel focusing on the development and training of the Security Protective Service. [REDACTED]

25X1

• The Protective Operations Course, developed specifically for Security Officers assigned to the Director of Central Intelligence Protective Staff, was finalized in its August-September 1984 running, and will be presented again in late summer or early fall of 1985. The course content is tailored to CIA needs, but has generated interest on the part of the Secret Service and the Federal Bureau of Investigation. The FBI has expressed interest in taking part in the defensive driving portion of the course [REDACTED]

25X1

• In October 1984, the Office of Security held a conference for [REDACTED] Chiefs of Station to brief them on security aspects to the Agency's CRAFT (Clandestine Record Applications Field Terminal). This conference was the first of its kind and was quite well received. [REDACTED]

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• The Office of Security recently sponsored presentations in the Agency auditorium by a former Soviet KGB Staff Officer. More than 1,000 Agency employees voluntarily attended. The feedback has been excellent. A video tape was developed with the formal presentation, and has proved extremely useful in conjunction with other security awareness initiatives. In this latter area, the Office has, in the past few months, invited a number of senior, highly qualified Agency employees and outside consultants to address Office employees on security and intelligence topics at biweekly staff meetings. [REDACTED]

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• The Office of Security recently initiated a video tape presentation program which will permit Polygraph Division personnel to have access to a wide variety of topical security subjects. This is a major step of intrinsic educational value to Polygraph Division personnel because the press of business has, in the past, made it difficult to provide them with background on matters of general security interest. [REDACTED]

25X1

8
S E C R E T

• The Office of Security has prepared a half-hour video tape on the hostile audiosurveillance threat, using it in briefings of Agency employees assigned overseas.

[REDACTED]

25X1

• The Director of Security took the opportunity at year-end to video tape a "State of the Office" message which will be viewed at Headquarters and circulated to

[REDACTED]

25X1